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AUTHOR Little, Len; Peter, Hollis
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ABSTRACT

A pilot study of the Australian higher education system was conducted to determine the following: (1) whether department heads follow a client-centered, diagnostic/prescriptive model as developed by the Australian Committee of Directors and Principals in Advanced Education (ACDP), and if not, which process is used; (2) which developmental activities suggested in the model are most appropriate for older staff; (3) whether some heads are using techniques that are effective, but are not contained in nor implied by the model and the nature of these techniques; and (4) whether the literature on mid-career crisis, professional burnout, and career stages offers insights into the enhancement of the motivation and morale of older academic staff, and if so, whether these concepts can be incorporated into the ACDP model. Chapters discuss: the study and its design; motivation in a career perspective; academic performance and aging; other factors affecting academic motivation and performance; a systems model of academic motivation and performance; and the role of department heads in academic motivation, performance, and organization development. An appendix contains the motivation study interview outline. Contains 78 references. (GLR)

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